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Operational activities of the United Nations for international development cooperation: progress report on the implementation of the triennial comprehensive policy review

Operational activities of the United Nations for international development cooperation

Report of the Secretary-General

Addendum**

Management process for the implementation of General Assembly resolution 56/201

Summary

The present report is submitted in compliance with the request contained in paragraph 94 of General Assembly resolution 56/201. The management process should assist the Economic and Social Council in fulfilling its main responsibility in the area of development cooperation, which is to improve the quality and impact of the operational activities of the United Nations, promote an integrated approach, and ensure that the policy directives formulated by the General Assembly during the triennial policy review of operational activities are appropriately implemented on a system-wide basis. The report contains targets, benchmarks, actions and time frames for the implementation of resolution 56/201 and complements the report of the Secretary-General on operational activities of the United Nations for international development cooperation (E/2002/47).

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** The document was submitted late to the conference services without the explanation required under paragraph 8 of General Assembly resolution 53/208 B, by which the Assembly decided that, if a report is submitted late, the reason should be included in a footnote to the document.

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Introduction

1. The General Assembly, in its resolution 56/201 (para. 93), reiterated the provisions of its resolutions 48/162, 50/227 and 52/12 B, in which it detailed the respective functions of the General Assembly, the Economic and Social Council and the executive boards of the United Nations funds and programmes and encouraged the Council, within its institutional role, to provide overall guidance to the United Nations system on operational activities for development. In addition, in paragraph 91 of the resolution, the General Assembly reaffirmed that the governing bodies of the funds, programmes and specialized agencies of the United Nations system should take appropriate action for the full implementation of resolution 56/201, and reiterated its request to the executive heads of those funds, programmes and specialized agencies to submit a yearly progress report to their governing bodies on measures taken and envisaged for the implementation of the resolution.

2. The General Assembly also invited the executive boards of the United Nations funds and programmes to ensure that the heads of those funds and programmes include in their annual reports to the Council, prepared in accordance with Council resolution 1994/33, a thorough analysis of problems encountered and lessons learned, with emphasis on issues arising from the implementation of the Secretary-General's reform programme, the triennial policy review and the follow-up to the United Nations Millennium Declaration and major United Nations conferences, so as to allow the Council to fulfil its coordinating role.

3. The present report has been prepared to implement the request contained in paragraph 94 of General Assembly resolution 56/201, in which the Assembly requested the Secretary-General, after consultation with the funds, programmes and specialized agencies of the United Nations system, to submit a progress report to the Economic and Social Council, at its substantive session of 2002, on an appropriate management process, containing clear guidelines, targets, benchmarks and time frames for the full implementation of the resolution. The management process should also assist the Council in fulfilling its main responsibility in the area of development cooperation, which is to improve the quality and impact of the operational activities of the United Nations, to promote an integrated approach, and to ensure that the policy directives formulated by the General Assembly during the triennial policy review of operational activities are appropriately implemented on a system-wide basis.[1] Moreover, while considering the annual reports of the executive boards and heads of the United Nations funds and programmes, as well as other reports submitted to its operational activities segment, the Council should consider them in the light of the implementation of General Assembly resolution 56/201.

[1] See General Assembly resolutions 48/162 and 50/227.

I. United Nations Millennium Declaration and major United Nations global conferences in the context of a globalizing world

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• Effectiveness of operational activities should be assessed by their impact on poverty eradication, economic growth and sustainable development of countries, as set out in the commitments, goals and targets of the Millennium Declaration/major United Nations conferences (preamble) • The focus of operational activities should be on actions that have a long-term impact on poverty eradication, economic growth and sustainable development (preamble) • Need to fulfil the commitments, goals and targets set and continuously monitor progress made in that direction (para. 6)	The United Nations development system should: • In order to ensure national ownership of its operational activities for development, integrate its country-level operations with national policies and programmes for development and poverty eradication (para. 7) • Assist programme countries in addressing the goals and targets identified by the Millennium Declaration and the outcomes and commitments to relevant major United Nations conferences, in the context of the current challenges and opportunities of globalization (para. 8) • Focus their efforts at the field level in accordance with the priorities identified by recipient countries and the goals, targets and commitments of the Millennium Declaration/major United Nations conferences (para. 10) • Assist programme countries in responding more effectively to the economic and social impact of globalization and to support their efforts to integrate in the world economy (para. 11) • Support national efforts to acquire the capacities and infrastructure required to mobilize information and communications technologies and put them at the service of development (para. 13)	• Further integration of United Nations programmes in framework of national programmes and priorities • Ensure coordinated support to millennium campaign at all levels • Address poverty alleviation through particularly effective linkages with common country assessment/United Nations Development Assistance Framework (UNDAF) • Ensure effective use of national plans and poverty reduction strategy papers (where applicable) as instruments for contributing to achievement of millennium development goals at country level - Monitoring and review of UNDG experience in poverty reduction strategy papers on a regular basis • Revised guidelines and country support incorporate millennium development goals into common country assessment/UNDAF • Ensure effective support to global and national reporting on millennium development goals	2002-2004 Continuous Continuous Continuous 2002 Continuous	United Nations/Department of Economic and Social Affairs to assess in triennial review United Nations funds, programmes and specialized agencies United Nations Development Group (UNDG) agencies, funds and programmes As above As above

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
	• Accelerate efforts in gender mainstreaming in the frameworks of the operational activities of the United Nations system in all fields, in particular in support to poverty eradication, and encourages the empowerment of women as a priority for operational activities for development (para. 87)	• Provide support to country teams for developing and implementing effective information and communication strategies to meet millennium development goals at country level	Continuous	As above
	• The resident coordinator system should assist Governments in their efforts towards implementation of the commitments, goals and targets set in the Millennium Declaration/major United Nations conferences (para. 72)	• Incorporate a synthesis of the gender-related components of millennium development goals in common country assessments, UNDAFs, poverty reduction strategy papers, and millennium development goals reports	Continuous	United Nations agencies, funds and programmes, United Nations Development Fund for Women (UNIFEM) as task manager

II. Funding for United Nations operational activities and statistical reporting

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• Enhance the impact of operational activities for development of the United Nations system by, inter alia, a substantial increase in core or regular resources on a predictable, continuous and sustained basis, commensurate with the increasing needs of developing countries (para. 15)	• Report on the overall results achieved to the executive boards of the United Nations funds and programmes and to the Council (para. 17)	Reports of executive boards of United Nations funds and programmes	Annual	Executive boards of United Nations funds and programmes
	• Need for priority allocation of scarce grant resources to programmes and projects in low-income countries, particularly the least developed countries (para. 22)	Reports of the heads of United Nations funds and programmes	Annual	United Nations funds and programmes
	• Need for continuous overall improvement in the effectiveness, efficiency, management and impact of the United Nations system in delivering its development assistance (para. 25)	• Executive boards of United Nations funds, programmes and agencies will include this item in their agendas	Continuous	As above

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
	• Streamline the current modality of the annual pledging events of the United Nations funds and programmes, taking into account the needs of other United Nations system agencies, appropriate timing as well as options to enhance public support for the United Nations operational activities for development (para. 26)	Report of the Secretary-General	Fifty-seventh session of the General Assembly (2002)	United Nations/Department of Economic and Social Affairs, United Nations funds and programmes
• Develop an alternative option to the current modality of the annual pledging conference, including a regular pledging event, taking into account the funding sessions under the multi-year funding frameworks process (para. 26)	• Develop and refine the multi-year funding frameworks as a strategic resource management tool (para. 16) and to review the progress on the issue of funding of development cooperation activities of the United Nations system (para. 27)	Report of the Secretary-General	Economic and Social Council, 2003	As above
• Statistical information on resources trends of the operational activities for development within the United Nations system (General Assembly resolution 35/81)	• Encourage the consideration of resources issue through providing detailed statistical data on resources channelled through the organizations of the United Nations system	Report of the Secretary-General	Annual	As above

III. Capacity-building

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• Capacity-building and its sustainability should be explicitly articulated as a goal of technical assistance provided by operational activities of the United Nations system (para. 28)	• Strengthening national capacities, technical skills profiles of country offices should be regularly assessed to ensure effective capacity-building of the recipient countries; United Nations organizations requested to review their efforts in the field of capacity-building (para. 28)	Report of the Secretary-General	Economic and Social Council, 2002	As above

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• Importance of disseminating, to the fullest extent possible, the expertise acquired through the technical assistance provided by operational activities for development of the United Nations system in the programme countries (para. 29)	• Use, by United Nations system, of available national expertise and indigenous technologies in the implementation of operational activities (para. 30) • Enhance the capacity of national Governments to coordinate external assistance received from the international community including from the United Nations system (para. 31) • Support the strengthening of the capacity of Governments to establish data banks and carry out poverty assessments at country level (para. 32)	• To use capacity-building as methodology to develop an operational mechanism: an integrated programme approach according to long-term goals of sustainable development • Ensure that staffing of United Nations country teams includes skills that support capacity-building • The common country assessment should identify national skills and indigenous technologies that support millennium development goals • Support capacity-building in countries to use gender budget analysis at national and local levels	Continuous Continuous Continuous 2002-2004	UNDG agencies, funds and programmes United Nations funds, programmes and agencies As above UNIFEM as task manager

IV. Common country assessment and United Nations Development Assistance Framework (UNDAF)

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• Need to continue to improve the preparatory process and the quality of the common country assessment and UNDAF (para. 33)	• Secretary-General to undertake evaluation of the common country assessment and UNDAF processes and their impact on the field of operational activities (para. 47)	• Report of the Secretary-General within the framework of triennial review through Economic and Social Council, 2004, to fifty-ninth session of the General Assembly	Economic and Social Council, 2004 and fifty-ninth session of the General Assembly	United Nations/Department of Economic and Social Affairs, in collaboration with UNDP agencies, funds and programmes

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
	• The United Nations system to conduct the common country assessment and UNDAF processes as efforts to improve support for national development priorities/ policies with active participation of the funds/programmes/United Nations specialized agencies (para. 35) and full government participation and leadership at all stages of those processes (para. 34)	• To be taken into account in revision of common country assessment and UNDAF guidelines and their application at country level in all "roll-out" countries from 2002 onwards, and in revised training and orientation materials	New guidelines developed January-April 2002; disseminated in May 2002	UNDG agencies, funds and programmes
		• Provision of support and technical guidance to country teams, which emphasize full and active participation of all partners in developing the common country assessment/ UNDAF	Continuous	As above
		• Strengthening overall capacity for common country assessment/UNDAF implementation at country, regional and Headquarters level, through updated and improved common country assessment-UNDAF learning package	By June 2002, with subsequent revision or additions, as required	As above
	• Recognition of the common country assessment as a common analytical instrument for the United Nations development system in support of national priorities/needs and commitments, goals and targets set by Millennium Declaration/ United Nations conferences (para. 38) and in formulating their own national policies (para. 39)	• To be taken into account in revision of common country assessment and UNDAF guidelines and their application at country level in all roll-out countries from 2002 onwards, and in revised training and orientation materials	By June 2002, with subsequent revision or additions, as required	As above
		• Assessment of countries' use of the common country assessment in formulating their own national policies	During 2003	UNDG agencies, funds and programmes

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
	• UNDAF should facilitate the integrated and coordinated implementation of Millennium Declaration/United Nations conferences at country level (para. 42)	• Support and technical guidance to United Nations country teams on integrated implementation of Millennium Declaration/United Nations conferences for common country assessments and UNDAFs, and for their individual country programmes	Continuous	United Nations agencies, funds and programmes
	• Need to ensure that lessons learned in the elaboration of the common country assessment and UNDAF are systematically shared within the United Nations system and with Governments of programme countries and other development partners (para. 37)	• Funds and programmes and technical agencies to carry out continuous internal analysis of their experience and share within system, as appropriate	Continuous	As above
		• Existing "Learning Network" and "DevLink" to be assessed and revamped, as necessary	2002	UNDG programme group
		• Ensure greater involvement of regional structures of funds and programmes, including their regional technical teams in support of common country assessments and UNDAFs	Continuous	United Nations agencies, funds and programmes
		• Complete and disseminate results, and provide training based on the gender assessment of the first phase of common country assessment/UNDAF exercises	Disseminated June-December 2002; training offered in 2003	UNIFEM as task manager

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
	• UNDAF, where it exists, should be the common planning framework for the development operations of the United Nations system at the country level (para. 40)	• Incorporation or strengthening the concept that UNDAF is the common planning framework for the development operations of the United Nations system at the country level into revised common country assessment/UNDAF guidelines and new training/orientation materials	Continuous	United Nations agencies, funds and programmes
	• The United Nations system organizations to ensure consistency and complementarity of country programmes and other similar instruments used in individual system organizations with approved UNDAF (para. 41)	• Funds and programmes to incorporate the common country assessment/UNDAF into individual country programme preparation process and ensure consistency in programmes presented to executive boards	From 2002 onwards	United Nations agencies, funds and programmes
	• Close consultation, in the formulation of the common country assessment and UNDAF, among national Governments, relevant to United Nations development agencies, including specialized agencies, and other relevant stakeholders (para. 43), including active involvement of bilateral donors (para. 46)	• Enhanced consistency between national poverty reduction strategies, Bretton Woods institutions and United Nations frameworks to be pursued, inter alia, through revision of common country assessment/UNDAF guidelines	From 2002 onwards	As above
	• When the common country assessment and UNDAF are undertaken, measures should be adopted to simplify and harmonize country assessment procedures and programming in order to reduce transaction costs and avoid additional procedural requirements and workload to recipient countries and United Nations country teams (para. 45)	• Assessment of funds' and programmes' experience: - In participation in development of national poverty reduction strategies; - In coordinating with bilateral programmes by using the common country assessment	During 2003	As above

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
	• Cooperation with the World Bank, regional banks and all funds and programmes and greater consistency between the strategic frameworks developed by the United Nations system and Bretton Woods institutions, and the national poverty reduction strategies (para. 44)	• Issue will be examined as part of work on simplification and harmonization (the programme of work for simplification and harmonization, including in this area, will be presented to the Economic and Social Council in 2002) (see below)	From 2002 onwards	UNDG funds and programmes
		• UNDP provides support for poverty reduction strategies in poverty reduction strategy paper countries, at their request, as well as national anti-poverty strategies	Continuous	UNDP

V. Evaluation of operational activities for development

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• Importance of monitoring and evaluation of operational activities of the United Nations system in order to enhance their effectiveness and impact, and reiterates that the monitoring and evaluation process of operational activities should be impartial and independent, under the overall leadership of the Government (para. 48)	• Closer involvement of national authorities and civil society in the monitoring and evaluation of the effectiveness and impact of operational activities, in order to utilize the results of those evaluations to improve the operational activities for development and their impact (para. 50)	• Close coordination of United Nations country teams with national authorities in evaluation activities	Continuous	United Nations agencies, funds and programmes, with national Governments, United Nations country teams
		• Provide support to country teams for coordination activities in area transaction costs that are borne by both recipient countries and the United Nations system organizations	Continuous	As above

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• Need to strengthen capacities of the recipient countries to perform effective programmes, projects and financial monitoring as well as impact evaluations of operational activities funded by the United Nations (para. 49) • Importance of promoting, under the leadership of Governments, greater collaboration on issues relating to evaluation among recipient Governments and the United Nations development system, in particular the members of UNDG, at the country level (para. 49)	• Coordination activities, though beneficial, represent transaction costs that are borne by both recipient countries and the United Nations system organizations; need for their continuous evaluation and for an analysis and assessment of costs as compared with the total programme expenditures of operational activities for development in order to ensure maximum efficiency and feasibility (para. 51) • Review by United Nations system organizations of the conclusions of the impact evaluations of capacity-building and poverty eradication undertaken according to General Assembly resolution 53/192, as well as lessons learned, and incorporation of such conclusions and lessons in the light of their own experience into their operational activities for development (para. 52)	• Evaluation for an analysis and assessment of transaction costs as compared with the total programme expenditures of operational activities for development • Requested United Nations system organizations to review lessons and conclusions of impact evaluations and incorporate them in the light of their experience into operational activities	2004, in the context of the triennial review 2003	United Nations/Department of Economic and Social Affairs, United Nations agencies, funds and programmes United Nations system organizations
• The Secretary-General should continue to provide, in the context of the triennial review, an overall assessment of the effectiveness of the operational activities for development of the United Nations system and of the functioning of the United Nations development system at the country level (para. 53)	• The Secretary-General to submit to the Economic and Social Council, at its substantive session of 2002, in consultation with Member States and on the basis of the experience acquired with the impact evaluation studies, suggestions on how to strengthen the modalities and enhance the approach for such an assessment, particularly in the areas identified in General Assembly resolution 56/201 (para. 53)	• The Secretary-General's suggestions on how to strengthen the modalities and enhance the approach for overall assessment of the effectiveness of the operational activities for development of the United Nations system will be submitted to the Economic and Social Council at its substantive session of 2002 as part of the Secretary-General's report	May 2002	United Nations/Department of Economic and Social Affairs

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
	• Need for recipient Governments concerned to be fully and effectively involved in the assessment of the effectiveness of the operational activities for development of the United Nations system (para. 54)			
	• Support of the United Nations system at the country level to Governments that intend to undertake capacity-building impact evaluations themselves, as and when required (para. 55)	• Collaborative approach of United Nations country teams in support of national authorities	Continuous	United Nations system, United Nations country teams, national Governments
• The establishment of a gender network, including through joint training and development of common tools, approaches and standards	• Need for the United Nations system to strengthen its efforts, in consultation with recipient countries, to ensure that the lessons learned from both monitoring and evaluation exercises are systematically applied to programming processes at the operational level, and that evaluation criteria are built into all projects and programmes at their design stage (para. 56)	• Support the establishment of a gender network within the African Evaluation Association, including through providing joint training and opportunities to develop common tools, approaches and standards	June 2002-June 2004	UNIFEM as task manager
	• The Secretary-General to carry out an impartial and independent assessment of the extent to which the United Nations funds, programmes and agencies at the field level learn lessons from their evaluations, and to formulate proposals on how to improve the feed-back mechanisms at the field level (para. 56)	Report of the Secretary-General	Economic and Social Council, 2003	United Nations/Department of Economic and Social Affairs, United Nations system

VI. Simplification and harmonization of rules and procedures

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• Simplification and harmonization of procedures, as well as their decentralization, should support improved organizational efficiency and effectiveness and be responsive to the needs of recipient countries (para. 57) • The funds, programmes and specialized agencies of the United Nations system further simplify their rules and procedures in the specified areas (para. 60)	• The United Nations funds, programmes and specialized agencies should continue to improve coordination efforts by taking further steps to enhance and ensure the sustainability of this process (para. 58) • The simplification and harmonization of rules and procedures should aim at reducing, where appropriate, complexities and diversity of requirements, which still place enormous burden on the recipient countries through high transaction costs; and innovations in this area should achieve, in their implementation, the objective of reducing administrative and financial costs to the recipient country as well as to the United Nations system (para. 59)	• UNDG joint management/ programme working group will: - Develop an action plan for analysis and determination of areas requiring change and/or harmonization (based on programme planning, development, implementation and evaluation cycle) and develop a work plan towards this end to be implemented by 2004; - Make an assessment and analysis of procedures, identification of key issues, determination of relevant actions for implementation; - Work out recommendations for harmonized/simplified procedures for implementing programmes and projects and monitoring requirements, and for decentralization and delegation of authority approved by the UNDG Executive Committee	May 2002	United Nations funds and programmes specialized and technical agencies UNDG and its mechanisms, as appropriate Executive boards of United Nations funds and programmes

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
	• The United Nations funds, programmes and specialized agencies should examine ways to further simplify their rules and procedures, and, in this context, to accord the issue of simplification and harmonization high priority, and to take concrete steps in the following areas: decentralization and delegation of authority; financial regulations; procedures for implementing programmes and projects, in particular the requirements in terms of monitoring and reporting; common shared services in country offices; and recruitment, training and remuneration of national project personnel (para. 60)	*Financial procedures* - Report on harmonization of financial procedures as they relate to joint programmes submitted to UNDG Executive Committee *Personnel policies* - Facilitate hiring and equitable remuneration through establishing harmonized rules and procedures for recruitment and remuneration of national project personnel, including on its impact on government capacity-building - Explore additional opportunities for harmonization on personnel policies among UNDG members	Starting July 2002 September 2002	UNDG agencies, funds and programmes UNDG Executive Committee
	• Need, in the area of common premises and shared services at the country level, to take fully into account cost-benefit studies, while ensuring that there will be no additional burden imposed on host countries (para. 79)	• Common and shared service. Lesson learned from the pilot project on common services will be incorporated in guide to the field and further support to field offices to expanded common services *Common premises* - Review of proposals for United Nations Houses and offer of guidance to country teams on establishment of new United Nations Houses based on cost-effectiveness, safety and security, space requirements and benefits to the system (to a total of at least 51) and	September 2002	UNDG agencies, funds and programmes, executive boards of United Nations funds and programmes

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
		- Provide clear expertise/ guidance to country teams on issues related to common premises and United Nations Houses		
		Common services		
		- Implement common services through UNDG-UNSC trained resource people and through small grants		
		- Facilitate common services learning and initiatives through sharing information and lessons learned and global network of resource people, pilot countries and UNDG groups		
		Joint office model		
		- Feasibility study on joint office model undertaken and recommendations reviewed and acted upon as feasible		
	• Better utilization of advanced information and communication technologies which could provide the necessary platform for more coordination and cohesion at the field level (para. 80)	*Harmonization of information technology (IT) platforms*	As feasible	UNDG agencies, funds and programmes, United Nations System Chief Executives Board (CEB)/ High-level Committee on Programmes network on operational activities
	• Wider use of information as a means to support more effectively the delivery of development cooperation by the United Nations system, and the need for the urgent harmonization of the information technology platforms utilized by the United Nations system both at the field and at the headquarters levels (para. 81)	- Explore the possibility for harmonization of IT platforms among UNDG/Executive Committee members		
		- Recommendations on feasibility to harmonize the Executive Committee/agencies' IT platforms submitted to Executive Committee		
		- Liaise with CEB/IT Adviser/High-level Committee on Management with reference to compendium of best practices to be prepared by the Committee		

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
	• The funds and programmes of the United Nations system to submit to the substantive session of 2002 of the Economic and Social Council a programme of work for the full simplification and harmonization in the above-mentioned areas, to be completed before the end of 2004, including provisions to phase out redundant rules and procedures, benchmarks, responsibilities and a timetable to monitor progress towards reaching this target (para. 61)	Conference room paper, with a programme of work for simplification and harmonization, will be submitted to the Council	June 2002	United Nations funds and programmes
	• The executive boards and governing bodies of the funds, programmes and specialized agencies to regularly assess progress achieved in the area of simplification and harmonization of rules and procedures (para. 64) and CEB (former ACC) to address the requirements for further simplification and harmonization of procedures (para. 65)	• Executive boards of United Nations funds, programmes and agencies will include this item in their agendas	Continuous	Executive boards of United Nations funds and programmes, and governing bodies of specialized agencies

VII. Resident coordinator system

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
The resident coordinator system, within the framework of national ownership, has a key role in the effective and efficient functioning of the United Nations system at the country level, including in the formulation of common country assessments and UNDAFs, and a key instrument for the efficient and effective coordination of the United Nations system operational activities for development (para. 66)	• The United Nations system, including the funds and programmes, specialized agencies and the Secretariat, to enhance support to the resident coordinator system (para. 66) as well as the international financial institutions and other development partners, to support the resident coordinator system, including through enhanced dialogue, to address national development objectives (para. 70)	• Collaborative approach of United Nations country teams with national authorities	Continuous	United Nations agencies, funds and programmes with national Governments
	• Need for the resident coordinator system to interact more effectively and substantively with the Government of the recipient country, as well as with the civil society and other relevant stakeholders, as appropriate (para. 71), and to assist Governments in their efforts towards implementation of the commitments, goals and targets set in the Millennium Declaration/major United Nations conferences; further work encouraged by the country-level theme groups (para. 72)	• Greater support to the resident coordinator system through participation in the common country assessment and UNDAF in the context of national development	Continuous	United Nations system
	• The United Nations system to further improve the resident coordinator system in broadening the pool of resident coordinators, improving their gender balance, using competency assessments to select resident coordinator candidates and implementing improved staff training and annual performance appraisals, including through appropriate training and recruitment of qualified staff with the required professional skills and backgrounds (para. 67)	• Strengthening the capacity of the resident coordinator system through: - Improve the resident coordinator selection process through design and implementation changes to the resident coordinator assessment centres - Improve management and timeliness of resident coordinator selection - Improve the gender balance of resident coordinators (50/50 rule	Continuous	UNDG agencies, funds and programmes UNIFEM as task manager
	• Make full use of the United Nations Staff College as an institution for system-wide knowledge management, training and learning (para. 68)			

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
	• Enhance dialogue, feedback, participation and interaction between the resident coordinator, on the one hand, and the United Nations specialized agencies, small technical agencies, the regional commissions and organizations of the United Nations system without field-level representation on the other; also make wider use of information and communication technologies (para. 69) • All United Nations system organizations, including those with no field-level representation and the regional commissions, to continue improving and strengthening the resident coordinator system through their support to and active participation in the resident coordinator system, on the basis of their respective mandates and in close consultation with national Governments (para. 73)	implemented by United Nations agencies to increase number of female candidates in competency assessments, resulting in greater number of women available to be posted as resident coordinators) • Improve skill of resident coordinators, contributing to better functioning of country teams • Early engagement of regional commissions, small technical agencies and those without field representation in the common country assessment, UNDAF, poverty reduction strategy papers in the context of national priorities	Continuous	UNDG agencies, funds and programmes

VIII. United Nations Development Group

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• New culture of shared responsibility, cooperation and coordination among the members of UNDG, in particular the role of the UNDG Executive Committee (para. 74)	• The member organizations of UNDG, in particular the member organizations represented on the Executive Committee, to continue to support and actively participate in the work of UNDG (para. 75)	Activities of UNDG and its subsidiary mechanisms are based on approved annual programme of work	Continuous	UNDG member organizations

IX. Planning, programming and implementation

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• With the agreement of the host country, the United Nations development system should assist national Governments in creating an enabling environment in which the links between national Governments, the United Nations development system, civil society, national non-governmental organizations and the private sector that are involved in the development process are strengthened with a view to seeking new and innovative solutions to development problems in accordance with national policies and priorities (para. 76)	• The United Nations funds and programmes and specialized agencies should intensify their efforts to utilize all avenues for stronger cooperation and coordination at the Headquarters level, which should be complementary to similar coordination efforts at the country level and to keep countries fully informed of Headquarters decisions (para. 78)	• Liaise with CEB/High-level Committee on Management with reference to system-wide coordination	Continuous	UNDG and its relevant subsidiary mechanisms
		• Continued and enhanced collaboration between the World Bank and the United Nations funds and programmes in country-level mechanisms, such as the common country assessment, UNDAF and poverty reduction strategy papers as well as World Bank country assistance strategies and round tables and consultative groups	Continuous	United Nations agencies, funds and programmes, United Nations country teams
• Greater cooperation among the World Bank, regional development banks and all funds and programmes with a view to increased complementarity and better division of labour, as well as enhanced coherence in their sectoral activities, building on the existing arrangements and fully in accordance with the priorities of recipient Governments (para. 77)		• Collaboration with World Bank and regional banks incorporated into common country assessment and UNDAF guidelines	Continuous	As above

X. Humanitarian assistance

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• Contributions to humanitarian assistance should not be provided at the expense of development assistance, and sufficient resources for humanitarian assistance should be made available by the international community (para. 84)	• Need to develop, through a strategic framework, when appropriate, a comprehensive approach to countries in crisis, with involvement of national authorities as well as the United Nations system, donors and intergovernmental and non-governmental organizations, with leading role of national authorities in all aspects of the recovery plan, and the need for an early application of developmental tools in humanitarian emergencies (para. 82)	• Integration of conflict prevention and peace-building strategies at the country level - Guidance principles for United Nations country teams on incorporating conflict prevention and peace-building strategies approaches into country programming • Disseminate widely the results of the independent expert assessment on the impact on women of armed conflict and the role of women in peace-building to the United Nations resident coordinator system and at the country level	End May Launch in October 2002	UNDG agencies, funds and programmes UNIFEM as task manager

XI. Gender

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• To achieve progress in gender mainstreaming in operational activities, encourages further work in the areas of equitable access to financial and productive resources to ensure a reverse in the feminization of poverty (para. 85)	• Continue efforts to improve the gender balance on appointments within the United Nations system at the headquarters and country levels in positions that affect operational activities (para. 86) • Renew and accelerate efforts in gender mainstreaming in the framework of the operational activities of the United Nations system in all fields, in particular in support to poverty eradication; empowerment of women encouraged as a priority for operational activities for development (para. 87)	• Strengthen support to the United Nations resident coordinator system to mainstream gender in its activities by assessing and expanding current innovative arrangements, including through provision of UNIFEM gender advisers, collaboration with the United Nations Volunteers and the United Nations Development Programme (UNDP) to provide gender specialists, and agreements with other agencies to provide subject specific gender expertise (e.g., as with the Joint United Nations Programme on HIV/AIDS in providing gender advisers focusing on HIV/AIDS programming)	Ongoing	United Nations agencies, funds and programmes United Nations resident coordinator system UNIFEM as task manager

XII. Regional dimensions of operational activities

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• The growing need for incorporating the regional and subregional dimension, where appropriate, in United Nations operational activities for development (para. 88)	• The resident coordinators, in close consultation with Governments, should secure greater involvement of the regional commissions, taking into account their agreed mandates and work programmes, in the common country assessment and UNDAF, as appropriate (para. 88)	• Association of the five regional commissions in the common country assessment and UNDAF, as appropriate • Resident coordinators to engage regional commissions in the common country assessment, UNDAF, poverty reduction strategy papers, as appropriate	Reflection of regional dimensions in the annual reports of resident coordinators, as appropriate	United Nations agencies, funds and programmes, regional commissions, United Nations resident coordinator system

XIII. South-South cooperation/economic and technical cooperation among developing countries

Issue	*Targets*	*Actions*	*Benchmarks and time frames*	*Action by*
• South-South cooperation, including technical and economic cooperation among developing countries, offers viable opportunities for the development of developing countries, and in this context the executive boards of the funds and programmes are requested to review, with a view to considering an increase in, the allocation of resources for activities involving technical cooperation among developing countries (para. 89)	• The United Nations system should take appropriate measures to improve the effective incorporation of technical cooperation among developing countries into their programmes and projects, and to intensify efforts towards mainstreaming the modality of technical cooperation among developing countries, including through support to the activities of the Special Unit for Technical Cooperation among Developing Countries (para. 90)	The issue of increasing resource allocation for technical cooperation among developing countries taken up in deliberations of the executive boards of United Nations funds and programmes	Continuous	Overall coordination of UNDP Special Unit for Technical Cooperation among Developing Countries, in close cooperation with all United Nations agencies, funds and programmes

XIV. Additional reporting requirements

Reporting requirements	*Actions*	*Benchmarks and time frames*	*Action by*
• The executive heads of United Nations funds, programmes and specialized agencies should submit a yearly progress report to their governing bodies on measures taken and envisaged for the implementation of General Assembly resolution 56/201, as well as appropriate recommendations (para. 91)	Yearly progress reports	Annual, 2002-2004	United Nations system organizations
• The executive boards of the United Nations funds and programmes should ensure that the heads of those funds and programmes include in their annual reports to the Economic and Social Council, prepareds in accordance with Council resolution 1994/33, a thorough analysis of problems encountered and lessons learned, with emphasis on issues arising from the implementation of the Secretary-General's reform programme, the triennial policy review and the follow-up to the Millennium Declaration/major United Nations conferences, so as to allow the Council to fulfil its coordinating role (para. 92)	Reports	Annual, 2002-2004	United Nations funds and programmes
• The Secretary-General, after consultation with the funds, programmes and specialized agencies of the United Nations system, to submit a progress report to the Economic and Social Council, at its substantive session of 2002, on an appropriate management process, containing clear guidelines, targets, benchmarks and time frames for the full implementation of General Assembly resolution 56/201 (para. 94)	The Secretary-General report to the Economic and Social Council	2002	United Nations/Department of Economic and Social Affairs, United Nations funds and programmes
• The Economic and Social Council, during the operational activities segment of its substantive sessions of 2002 and 2003, should examine the operational activities of the United Nations system in order to evaluate the implementation of General Assembly resolution 56/201 with a view to ensuring its full implementation (para. 95)	The Secretary-General progress reports on implementation of General Assembly resolution 56/201	2002, 2003	United Nations/Department of Economic and Social Affairs, United Nations system
• The Secretary-General should submit to the General Assembly at its fifty-ninth session, through the Economic and Social Council, a comprehensive analysis of the implementation of General Assembly resolution 56/201, in the context of the triennial policy review, and make appropriate recommendations	Report of the Secretary-General to the General Assembly, through the Economic and Social Council, on triennial policy review	2004	United Nations/Department of Economic and Social Affairs, United Nations system